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Proposed programme budget for the biennium 2018-2019*

Part IV
International Cooperation for Development

Section 17
UN-Women

(Programme 14 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.17.

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Overview

Table 17.1 **Financial resources**
(United States dollars)

Appropriation for 2016-2017	15 089 700
New and expanded mandates	1 305 700
Other changes	(99 600)
Total resource change	1 206 100
Proposal of the Secretary-General for 2018-2019[a]	16 295 800

[a] At 2016-2017 revised rates.

Table 17.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	45	1 USG, 1 ASG, 2 D-2, 3 D-1, 6 P-5, 7 P-4, 7 P-3, 5 P-2/1, 13 GS (OL)
New posts	5	1 P-5 and 1 P-4 under subprogramme 1; and 1 D-2, 1 D-1 and 1 P-3 under subprogramme 2
Abolishment	(1)	1 GS (OL) under subprogramme 2
Proposed for the biennium 2018-2019	49	1 USG, 1 ASG, 3 D-2, 4 D-1, 7 P-5, 8 P-4, 8 P-3, 5 P-2/1, 12 GS (OL)

Overall orientation

17.1 The overall orientation of the programme, which is under the responsibility of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), is to achieve the elimination of discrimination against women and girls, the empowerment of women and the realization of equality between women and men as partners in and beneficiaries of development, human rights, humanitarian action and peace and security. The direction of the programme is provided by the General Assembly in its resolution 64/289 establishing UN-Women as a composite entity. The proposed strategic framework for the biennium 2018-2019 is aligned with the strategic plan of UN-Women.

17.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; LL, Local level; NPO, National Professional Officer; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Economic and Social Council and the Executive Board provide guidance for the operational activities. Intergovernmental resolutions and decisions set the women and peace and security agenda for UN-Women and the United Nations system. The programme of work of UN-Women is based on the principle of universality. The achievement of gender equality and the empowerment of women are central to the mandate of UN-Women and are addressed across all its priority areas of work.

17.3 The programme contributes to the achievement of internationally agreed development goals in the area of gender equality and the empowerment of women. The programme supports in particular the implementation of Sustainable Development Goal 5, on achieving gender equality and empowering all women and girls, as well as of the gender dimensions of all the other Goals, through gender mainstreaming, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (see General Assembly resolution 69/313, annex), recognizing that gender equality and the empowerment of all women and girls are essential to the achievement of sustainable development in all its dimensions.

17.4 During the biennium 2018-2019, the programme is expected to continue to concentrate its efforts on the following six strategic plan goals: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality and the empowerment of all women and girls at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and the empowerment of women.

17.5 As it delivers support in those areas, the programme will create and strengthen strategic partnerships, lead more effective coordination, coherence and gender mainstreaming across the United Nations system and avoid duplication of work. It will provide overall leadership, strengthen mechanisms and continue to promote and enhance accountability for gender equality and the empowerment of women in the United Nations system, including by assisting United Nations entities with the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women.

17.6 The strategy for implementing the programme in the biennium 2018-2019 is centred on bringing together normative support, coordination and operational support to ensure an even greater impact from United Nations support on implementing commitments to gender equality and the empowerment of all women and girls. The achievement of the programme will result from expanding support provided to Member States, upon their request, for the realization of gender equality and the empowerment of women, and gender mainstreaming; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme strategy.

Overview of resources

17.7 The overall resources proposed for the biennium 2018-2019 for this section amount to $16,295,800 before recosting, reflecting a net increase of $1,206,100 (or 8 per cent) compared with the appropriation for 2016-2017. Resource changes result from two factors, namely: (a) new and

expanded mandates; and (b) other resource changes. The proposed resource level provides for the full, efficient and effective implementation of mandates.

17.8 In its resolution 65/259, the General Assembly requested the Secretary-General to further elaborate on the normative intergovernmental processes undertaken by UN-Women to implement its mandate, as referred to in paragraph 75 of its resolution 64/289. This was in order to specify whether the activities of UN-Women, including administrative, evaluation, coordination, research and analytical policy functions, would support or be considered normative intergovernmental processes; operational intergovernmental processes and operational activities; or a combination thereof. By the same resolution, the Assembly decided that the resources required to service the normative intergovernmental process would be funded from the regular budget and approved by the Assembly; and the resources required to service the operational intergovernmental processes and operational activities at all levels would be funded from voluntary contributions and approved by the Executive Board. The Assembly also requested the Secretary-General to reflect the necessary budget allocation resulting from the information requested in paragraph 8 of the resolution, so as to ensure an appropriate source of funding of the financial resources required, including the funding of senior-level posts.

17.9 In line with the General Assembly's request described above, an analysis was conducted of the posts that were performing normative intergovernmental support functions. The review concluded that all the 45 posts currently funded from the regular budget were performing normative intergovernmental support functions, in accordance with their original purpose under the Division for the Advancement of Women and the Office of the Special Adviser on Gender Issues and Advancement of Women, before the inception of UN-Women. Furthermore, the analysis showed that, in many instances, extrabudgetary funding was used to support the normative functions of UN-Women.

17.10 Current posts funded by the regular budget provide intergovernmental bodies with the substantive support and inputs for successful deliberations related to gender equality and the empowerment of women; support for the Commission on the Status of Women and its Bureau as well as for the General Assembly, the Economic and Social Council and the high-level political forum on sustainable development, and substantive input to policy development to support the implementation of Agenda 2030 and the Sustainable Development Goals; support for the intergovernmental bodies, including the Economic and Social Council and the General Assembly, on gender issues. They further develop and oversee the implementation of the strategy for the Entity's role to lead, coordinate and promote the accountability of the United Nations system in its work on gender equality and the empowerment of women at the global, regional and country levels; support the work of UN-Women on promoting and monitoring gender balance and gender mainstreaming across the United Nations system; support the gender balance and the promotion and monitoring of the gender mainstreaming strategies through the work of the United Nations system; support the preparation of the annual report of the Secretary-General on gender mainstreaming in the United Nations system; support the Inter-Agency Network on Women and Gender Equality and its task teams; and support the normative intergovernmental processes related to the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in particular the section on gender equality.

17.11 Moreover, posts funded by the regular budget promote and facilitate the engagement of UN-Women with civil society; develop strategies for partnerships with civil society organizations, women's organizations and networks, and facilitate the participation of non-governmental organizations in the Commission on the Status of Women. Finally, regular budget posts provide substantive input through research and analysis, technical guidance, knowledge management, training and capacity-building, partnerships and global programmes; responsible for the implementation of the normative support and coordination functions of UN-Women, in particular

policy analysis on the broad range of gender-equality issues in the context of the Beijing Declaration and Platform for Action and subsequent intergovernmental outcomes, their follow-up and implementation; the development of policy options and recommendations, and the preparation of reports thereon; the provision of policy advice to senior United Nations officials; and carrying out outreach activities through publications.

17.12 In the light of the above, a functional analysis was conducted to identify posts currently funded from extrabudgetary resources that directly contribute to the normative intergovernmental work of the Entity. The analysis, based on an internal review of staffing table, functions, workplans, job descriptions and source of funds across divisions, identified five posts performing normative intergovernmental functions, as follows: two posts (1 P-5 and 1 P-4) in the Intergovernmental Support, Coordination and Strategic Partnerships Bureau under subprogramme 1; and three posts (1 D-2, 1 D-1 and 1 P-3) in the Policy Division under subprogramme 2 to support the areas of women's leadership and governance, women and peace and security, ending violence against women, research and data, HIV/AIDS, gender-responsive budgets and statistics and monitoring. Therefore, in line with General Assembly resolution 65/259, as detailed in paragraph 17.8 above, it is proposed that the five posts identified above be established.

17.13 The distribution of resources is reflected in tables 17.3 to 17.5.

Table 17.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
Component	*2014-2015 expenditure*	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across section(s)*	*Other*	*Total resource*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A. Policymaking organs	237.3	255.2	–	–	–	–	–	–	255.2	10.0	265.2
B. Executive direction and management	1 211.8	1 685.0	–	–	–	–	–	–	1 685.0	53.2	1 738.2
C. Programme of work											
1. Intergovernmental support and strategic partnerships	6 477.0	6 931.0	–	425.6	11.6	–	437.2	6.3	7 368.2	221.8	7 590.0
2. Policy and programmes activities	6 022.9	5 109.3	–	703.6	(11.6)	(99.6)	592.4	11.6	5 701.6	179.1	5 880.7
Subtotal, C	**12 499.9**	**12 040.2**	**–**	**1 129.2**	**–**	**(99.6)**	**1 029.6**	**8.6**	**13 069.8**	**400.9**	**13 470.7**
D. Programme support	1 208.3	1 109.3	–	176.5	–	–	176.5	15.9	1 285.8	41.0	1 326.8
Subtotal (1)	**15 157.4**	**15 089.7**	**–**	**1 305.7**	**–**	**(99.6)**	**1 206.1**	**8.0**	**16 295.8**	**505.1**	**16 800.9**

(2) *Extrabudgetary*

	2014-2015 expenditure	*2016-2017 estimate*	*2018-2019 estimate*
A. Policymaking organs	1 500.3	1 615.7	1 615.7
B. Executive direction and management	14 346.6	19 642.2	18 392.2
C. Programme of work			
1. Intergovernmental support and strategic partnerships	24 470.2	25 044.1	23 794.1
2. Policy and programme activities	485 818.7	742 378.2	735 503.2
Subtotal, C	**510 288.9**	**767 422.3**	**759 297.3**
D. Programme support	64 804.2	91 319.8	90 694.8
Subtotal (2)	**590 940.0**	**880 000.0**	**870 000.0**
Total (1) and (2)	**606 097.4**	**895 089.7**	**886 800.9**

Table 17.4 Post resources

	Established regular budget posts		*Temporary posts*							
			Regular budget		*Other assessed*		*Extrabudgetary*		*Total*	
Category	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*	*2016-2017*	*2018-2019*
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
ASG	1	1	–	–	–	–	1	1	2	2
D-2	2	3	–	–	–	–	4	4	6	7
D-1	3	4	–	–	–	–	21	21	24	25
P-5	6	7	–	–	–	–	87	87	93	94
P-4/3	14	16	–	–	–	–	98	98	112	114
P-2/1	5	5	–	–	–	–	5	5	10	10
Subtotal	**32**	**37**	**–**	**–**	**–**	**–**	**216**	**216**	**248**	**253**
General Service										
Principal level	–	–	–	–	–	–	45	45	45	45
Other level	13	12	–	–	–	–	123	123	136	135
Subtotal	**13**	**12**	**–**	**–**	**–**	**–**	**168**	**168**	**181**	**180**
Other										
National Professional Officer	–	–	–	–	–	–	78	78	78	78
Subtotal	**–**	**–**	**–**	**–**	**–**	**–**	**78**	**78**	**78**	**78**
Total	**45**	**49**	**–**	**–**	**–**	**–**	**462**	**462**	**507**	**511**

Table 17.5 **Distribution of resources by component**
(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Policymaking organs			
1. Commission on the Status of Women	1.6	–	–
2. Executive Board	–	–	0.2
Subtotal, A	**1.6**	**–**	**0.2**
B. Executive direction and management	10.3	–	2.1
C. Programme of work			
1. Intergovernmental support, coordination and strategic partnerships	45.2	–	2.7
2. Policy and programme activities	35.0	–	84.6
Subtotal, C	**80.2**	**–**	**87.3**
D. Programme support	7.9	–	10.4
Total	**100.0**	**–**	**100.0**

New and expanded mandates

17.14 As described in paragraphs 17.8 to 17.12 of the present report, resources in the amount of $1,305,700 have been provided for the proposed establishment of five new posts (1 D-2, 1 D-1, 1 P-5, 1 P-4 and 1 P-3), in accordance with General Assembly resolutions 64/289 and 65/259 and the related recommendation of the Advisory Committee on Administrative and Budgetary Questions (see A/70/7, para. IV.179).

Other changes

17.15 Resource changes reflect a net reduction of $99,600, relating to the proposed abolishment of one General Service (Other level) post ($162,400), offset in part by an increase of $62,800 under other staff costs, for temporary assistance required during peak periods. The reductions fall under the programme of work and stem from the planned reconfiguration and redistribution of some of the administrative work of the policy and programme activities, subprogramme 2.

Extrabudgetary resources

17.16 The projected level of extrabudgetary resources for the biennium 2018-2019 amounts to $870 million, representing 98 per cent of the overall resource requirements. The estimate represents a net decrease of $10 million over the 2016-2017 estimates, arising from a reduced income projection.

17.17 The extrabudgetary resources of UN-Women mainly fund post and non-post resources for subprogramme 2, Policy and programme activities, to enable UN-Women to enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, among others, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in its work in those areas. Extrabudgetary activities will continue to support: the preparation of publications, technical documentation and outreach material on women's issues; the provision of technical

cooperation, advisory services and capacity development support to Governments and non-governmental partners on gender equality; the development of knowledge products and advocacy tools, technical analysis and training workshops on gender issues; the scaling up of programmes that demonstrate replicable models to advance gender equality; participation in United Nations country team meetings and convening of gender equality advocates to the strategic planning process; and the provision of technical expertise to strengthen the gender equality dimension in all United Nations Development Assistance Framework review exercises in 2018-2019.

Other information

17.18 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation are estimated at $14,377,100, including $14,316,000 to be financed from extrabudgetary resources and $61,000 from the regular budget. This includes staffing resources equivalent to 221 work-months in the Professional category and 48 work-months in the General Service category and relevant non-post resources.

17.19 UN-Women receives both cash and in-kind contributions, which continue to be vital for the delivery of its mandates. During the biennium 2018-2019, anticipated in-kind contributions would provide for rent-free premises with an estimated value of $2,896,380.

17.20 UN-Women promotes systematic programme planning, monitoring and reporting and the use of evaluation to improve management accountability and performance and promote effective programming. This includes developing annual workplans for programmatic offices with monitoring, evaluation and research plans; using evaluation findings in the design of new programmes; and developing management responses to evaluation recommendations.

17.21 The evaluations conducted by UN-Women to assess accountability, decision-making and learning support the overall delivery of results. Evaluations assess the operational work conducted at the global, regional and country levels, the normative support undertaken by the Entity and its coordination role within the United Nations system. According to its evaluation policy, UN-Women conducts two main types of internal evaluations: corporate, which are undertaken by the independent Evaluation Office with the support of external evaluators; and decentralized, which are undertaken by the independent external evaluators and managed by programmatic offices.

17.22 UN-Women plans for evaluations through corporate and decentralized evaluation plans. The next corporate evaluation plan 2018-2021 will be developed in 2017. It will be aligned with the evaluative needs of the new UN-Women strategic plan. The programmatic offices will plan and undertake decentralized evaluations in accordance with the parameters established in the evaluation policy.

17.23 Pursuant to resolution 64/289, UN-Women is mandated by the General Assembly to lead, coordinate and promote the accountability of the United Nations system in its work on gender equality and the empowerment of women. The Entity serves this mandate at the global level through its leadership of and support for the Inter-Agency Network on Women and Gender Equality and the Task Team for Gender Equality of the United Nations Development Group. UN-Women plays a crucial role in promoting the accountability of the United Nations system in its work for gender equality by designing and supporting the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women. At the country level, UN-Women representatives often chair the gender equality theme groups of the United Nations country teams. Gender equality is the most common theme among the joint programmes of the United Nations system. At the administrative level and to reduce costs, UN-Women often receives services from the United Nations Development Programme in such areas as treasury and payroll.

17.24 The issuance of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued, as summarized in table 17.6 and as distributed in the output information for each subprogramme.

Table 17.6 **Summary of publications**

	2014-2015 actual			*2016-2017 estimate*			*2018-2019 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent		4	–	1	7	–	1	7	–
Non-recurrent		–	–	–	–	–	–	–	–
Total		**4**	–	**1**	**7**	–	**1**	**7**	–

A. Policymaking organs

17.25 The substantive servicing of the Commission on the Status of Women and the Executive Board is under the responsibility of UN-Women. Provision is made for requirements relating to the Commission on the Status of Women under the regular budget and for the Executive Board under extrabudgetary resources.

Commission on the Status of Women

Resource requirements (before recosting): $255,200

17.26 The Economic and Social Council, by its resolution 11 (II), established, in 1946, the Commission on the Status of Women as a functional commission of the Council. The Commission reports to the Council on matters concerning the promotion of women's rights in the political, economic, social and educational fields and makes recommendations to the Council on issues requiring immediate attention in the field of women's rights. The original membership of 15 representatives of Member States was increased to 18 in 1951, to 21 in 1961 and to 32 in 1966. By its resolution 1989/45, the Council decided to enlarge the membership in 1990 to 45 representatives elected by the Council for a period of four years. It meets annually in New York for 10 working days. The sixty-second and sixty-third sessions of the Commission on the Status of Women are scheduled to be held in 2018 and 2019, respectively.

17.27 The Commission has a central role within the United Nations system in monitoring the implementation of the Beijing Declaration and Platform for Action and in advising the Council thereon. The Commission holds a ministerial segment, including interactive high-level round tables in parallel chambers, two interactive expert panels on the priority theme of each session, as well as a panel on an emerging issue, an interactive dialogue to review a theme from an earlier session and other high-level interactive dialogues. Under Council resolutions 76 (V), 304 (XI) and 1983/27, the Secretary-General is mandated to prepare lists of confidential and non-confidential communications on the status of women for submission to the Commission.

Executive Board

17.28 The General Assembly, in its resolution 64/289, established an Executive Board to oversee the operational activities of UN-Women. The Executive Board carries out functions as outlined in

annex I to General Assembly resolution 48/162, taking into account the provisions of resolution 64/289.

17.29 The Executive Board is composed of 41 members elected by the Economic and Social Council for a term of three years, in accordance with established practice. The Board meets in New York and reports annually on its programme and activities to the General Assembly, through the Council at its substantive session.

17.30 The distribution of resources for policymaking organs is reflected in table 17.7.

Table 17.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019*	*2016-2017*	*2018-2019*
Regular budget				
Non-post	255.2	255.2	–	–
Subtotal	**255.2**	**255.2**	–	–
Extrabudgetary	1 615.7	1 615.7	–	–
Total	**1 870.9**	**1 870.9**	–	–

17.31 The amount of $255,200 would provide for the travel of the 45 members of the Commission on the Status of Women to its sixty-second and sixty-third sessions, to be held in New York.

17.32 The amount of $1,615,700 in extrabudgetary resources would provide for conference services, including document preparation, translation and conference facilities to support the meetings of the Executive Board during the biennium 2018-2019.

B. Executive direction and management

Resource requirements (before recosting): $1,685,000

17.33 The Office of the Under-Secretary-General of UN-Women comprises the front office of the Under-Secretary-General and the Evaluation Office. Although the Director of Human Resources now has a reporting line to the Under-Secretary-General, administration of the Human Resources Office is maintained within the programme support component since its functions and objectives are directly linked to programme support, as in previous bienniums. The Under-Secretary-General is responsible for the overall direction and management of the Entity in the implementation of its mandates and approved programme of work. The Under-Secretary-General provides policy advice to the Secretary-General and the Deputy Secretary-General on all issues pertaining to the promotion of gender equality and women's empowerment, participates in the work of the United Nations System Chief Executives Board for Coordination and leads, coordinates and promotes the accountability of the United Nations system in its work on gender equality and the empowerment of women. The Under-Secretary-General also advocates at the highest level for the promotion of gender equality and the empowerment of women and leads the strengthening of partnerships with all relevant stakeholders to advance the programme of work.

17.34 The core functions of the Office of the Under-Secretary-General are: (a) to assist and support the Under-Secretary-General in the overall executive direction and management of UN-Women,

including the planning, coordination, management and assessment of the programme of work of the Entity; (b) to facilitate inter-office cooperation in the implementation of organizational priorities, workplans and administrative matters; and (c) to ensure the timely implementation of decisions and coordination of inputs from all organizational units to the activities of the Office. The Under-Secretary-General is assisted by the Assistant Secretary-General for Intergovernmental Support, Coordination and Strategic Partnerships, and the Assistant Secretary-General for Policy and Programmes.

17.35 The Office of the Under-Secretary-General coordinates and provides guidance for the support of the intergovernmental process, operational activities in the field and coordination of efforts of the entities in the United Nations system that are collaborating in mainstreaming the appropriate response to gender concerns across their programmes of work at the global, regional and country levels. It also provides strategic policy support and support in managing communications with Member States, members of the United Nations system and civil society. It also coordinates organizational efforts for advocacy, expanding partnerships and seizing new opportunities to promote gender equality and the empowerment of women, including in the context of the 2030 Agenda and the Addis Ababa Action Agenda, as they relate to normative support, operational and coordination functions.

17.36 The Evaluation Office implements the evaluation policy and strategy of UN-Women. It also provides guidance and support for both central and decentralized evaluation, drawing on good practices within UN-Women and elsewhere and the United Nations Evaluation Group guidelines.

17.37 The Evaluation Office focuses on four strategic areas of work: (a) conducting corporate evaluations and establishing effective corporate evaluation systems; (b) strengthening the decentralized evaluation culture and systems for greater accountability and improved programming; (c) leading United Nations coordination on gender-responsive evaluation to generate system-wide accountability; and (d) supporting national evaluation capacity-building for gender responsive evaluation.

17.38 In 2014-2015, UN-Women conducted 56 evaluations, which included 7 corporate evaluation studies and 49 decentralized evaluations. The results were used to improve the strategic planning of UN-Women and new programme design. For the purposes of transparency, accountability and knowledge-sharing, the evaluation reports were publicly shared with Member States on the global accountability and tracking of evaluation use system.

17.39 In 2016-2017, the Evaluation Office will complete six corporate evaluations. With the aim of strengthening the quality and use of evaluations, UN-Women will implement the global evaluation reports assessment and analysis system and will continue to disclose all evaluation reports on the global accountability and tracking of evaluation use system.

Table 17.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Programme of work is effectively managed	Programme delivery rate is no less than 80 per cent	Target	80	80	80	80
		Estimate		80	80	80
		Actual			80	80
(b) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documents	Target	100	90	90	90
		Estimate		90	90	90
		Actual			90	90
(c) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

External factors

17.40 The objective and expected accomplishments are expected to be achieved on the assumption that governmental and non-governmental counterparts at the national level continue to prioritize gender equality and women's empowerment issues and that Member States remain committed to providing adequate resources to UN-Women to strengthen gender equality and the empowerment of women.

Outputs

17.41 During the biennium 2018-2019, the following outputs will be delivered:

Table 17.9 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Executive Board	
Substantive servicing of meetings:	
1. Meetings of the Executive Board	20
Parliamentary documentation:	
2. Draft annual workplan	2
3. Proposed provisional agenda and workplan	6
4. Annual report of the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women	2
5. Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women	2
6. Report on internal audit and investigation activities	2
7. Report of the Audit Advisory Committee	2

Outputs	*Quantity*
8. Report of the session of the Executive Board	6
9. Integrated budget estimate for UN-Women for the biennium 2020-2021	1
Other substantive activities (regular and extrabudgetary)	
Technical material:	
10. Briefing papers and technical briefings, as requested by the Executive Board	16

17.42 The distribution of resources for executive direction and management is reflected in table 17.10.

Table 17.10 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	1 685.0	1 685.0	4	4
Subtotal	**1 685.0**	**1 685.0**	**4**	**4**
Extrabudgetary	19 642.2	18 392.2	14	14
Total	**21 327.2**	**20 077.2**	**18**	**18**

17.43 The provision of $1,685,000, under post requirements would provide for the continuation of four posts (1 Under-Secretary-General, 1 D-2, 1 P-5 and 1 General Service (Other level)) for the Office of the Under-Secretary-General.

17.44 During the biennium 2018-2019, projected extrabudgetary resources amounting to $18,392,200 would provide for 14 posts (1 D-1, 1 P-5, 4 P-4, 4 P-3 and 4 General Service (3 Principal level and 1 Other level)) and non-post resources to assist in the overall executive direction and management of UN-Women, including the planning, coordination, management and assessment of the programme of work/strategic plan of the Entity and the delivery of outputs detailed in table 17.9 above. The decrease of $1,250,000 relates to a reduced income projection.

C. Programme of work

17.45 The distribution of resources by subprogramme is reflected in table 17.11.

Table 17.11 Resource requirements by subprogramme

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
1. Intergovernmental support, coordination and strategic partnerships	6 931.0	7 368.2	21	23
2. Policy and programme activities	5 109.2	5 701.6	17	19
Subtotal	**12 040.2**	**13 069.8**	**38**	**42**
Extrabudgetary	767 422.3	759 297.3	398	398
Total	**779 462.5**	**772 367.1**	**436**	**440**

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

Resource requirements (before recosting): $7,368,200

17.46 Substantive responsibility for this subprogramme is vested in the Intergovernmental Support, Coordination and Strategic Partnerships Bureau. The Bureau has recently revised its structure and now comprises four units: the Intergovernmental Support Division; the United Nations System Coordination Division; the Strategic Partnerships, Advocacy and Communications Division; and the Civil Society Section. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 14 of the biennial programme plan for the period 2018-2019.

Table 17.12 Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*	*Biennium*	*2018-19*	*2016-17*	*2014-15*	*2012-13*
(a) Enhanced support from UN-Women for the activities of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives into their spheres of activity, as appropriate	(i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women	Target	30	32	29	–
		Estimate		30	29	26
		Actual			27	26
	(ii) Increased number of intergovernmental bodies integrating gender perspectives into their spheres of activities, including as a result of the efforts of UN-Women	Target	4	4	–	–
		Estimate		4	–	–
		Actual			–	–

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
		Biennium	*2018-19*	*2016-17*	*2014-15*	*2012-13*
	(iii) Maintenance of the high percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation	Target	90	90	90	–
		Estimate		90	90	90
		Actual			99	90
(b) Enhanced support by UN-Women for the contribution of non-governmental organizations in the work of the Commission on the Status of Women in accordance with Economic and Social Council resolution 1996/31	Increased number of activities of UN-Women aimed at supporting the contribution of non-governmental organizations accredited by the Economic and Social Council to the Commission of the Status of Women	Target	20	18	16	–
		Estimate		18	16	14
		Actual			28	14
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(i) Number of United Nations entities, supported by UN-Women, that incorporate gender perspectives into their policies and programmes	Target	40	40	30	20
		Estimate		40	30	20
		Actual			30	20
	(ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives in their implementation	Target	5	10	5	5
		Estimate		10	5	5
		Actual			5	5
(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women through increased awareness	(i) Increased percentage of media and social media coverage of UN-Women's programmatic work aimed at promoting gender equality and the empowerment of women	Target	19			
		Estimate				
		Actual				
	(ii) Increased number of activities of UN-Women developed with civil society and other stakeholders that contribute globally to the promotion of gender equality and women's empowerment	Target	10			
		Estimate				
		Actual				
	(iii) Increased amount of resources mobilized as voluntary contributions to UN-Women [millions of United States dollars]	Target	870	750	700	993
		Estimate		880	528	530
		Actual			652	497

External factors

17.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women and that Member States remain committed to allocating adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.48 During the biennium 2018-2019, the following outputs will be delivered.

Table 17.13 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Second Committee	2
2. Informal meetings of the Second Committee	10
3. Formal meetings of the Third Committee	10
4. Informal meetings of the Third Committee	20
Parliamentary documentation:	
5. Measures taken and progress achieved in the follow-up to and implementation of the Fourth World Conference on Women and the twenty-third special session of the General Assembly	1
6. Improvement in the status of women in the United Nations system	1
Security Council	
Substantive servicing of meetings:	
7. Formal meetings on women, peace and security	6
Economic and Social Council	
Substantive servicing of meetings:	
8. Plenary meetings	2
Parliamentary documentation:	
9. Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2
Commission on the Status of Women:	
Substantive servicing of meetings:	
10. Open-ended consultations by the Bureau of the Commission on the Status of Women	4
Meetings of the Commission to implement its organization of work:	
11. Ministerial segment	12
12. General discussions	12
13. Priority themes	2
14. Emerging issues theme	2
15. Review theme	6
16. Negotiations on agreed conclusions	20

Outputs	*Quantity*
17. Other items (opening/closing meetings of the working group on communications, closing meeting with adoption of resolutions, etc.)	6
Parliamentary documentation:	
18. Annotated provisional agenda and proposed organization of work	2
19. Proposed organization of work	2
20. Normative aspects of the work of the United Nations Entity for Gender Equality and the Empowerment of Women	2
21. Proposals for priority themes for future sessions of the Commission on the Status of Women	1
22. Contribution by the Commission on the Status of Women to the work of the Economic and Social Council and the high-level political forum on sustainable development	2
Ad hoc expert groups:	
23. Interactive dialogue to evaluate progress in the implementation of the agreed conclusions on a priority theme from a previous session of the Commission on the Status of Women	4
24. Ministerial round tables, interactive dialogues and panels on experiences, lessons learned and good practices in relation to the implementation of previous commitments made with regard to the priority theme of the Commission on the Status of Women	14
25. Interactive dialogue on emerging issues, trends, and new approaches to issues affecting the situation of women or equality between women and men on gender equality	2
26. Expert consultation on gender mainstreaming	1
27. Improving the status of women in the United Nations system	1
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications:	
28. *Network* (Focal Point on the Status of Women)	6
Special events:	
29. Panel discussions, stakeholder forums, consultations and briefings in relation to the gender perspectives in normative intergovernmental processes, including those on migration and the Sustainable Development Goals	8
30. Expert consultations on select issues of gender-responsive climate action	2
31. Global advocacy campaign to end violence against women	1
Technical materials for outside users:	
32. Tools on improving the status of women in the United Nations system	1
Reports on:	
33. Expert consultation on gender mainstreaming	1
34. Expert consultation on improving the status of women in the United Nations system	1
35. Projections on gender parity in the United Nations system	1
36. Compilation of good practices on the implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women for each indicator	1
37. Updated guidance for the development of gender polices	
38. Template for gender strategy for gender parity in the United Nations system	1
Management and maintenance of:	
39. UN-Women website pertaining to normative intergovernmental processes	1
40. Management of the WomenWatch website	1

Outputs	*Quantity*
International cooperation and inter-agency coordination and liaison (regular budget and extrabudgetary)	
41. Inter-Agency Network on Women and Gender Equality	2
42. Consultations on gender equality and the empowerment of women	10
43. Reports on sessions of the Inter-Agency Network	2

17.49 The distribution of resources for subprogramme 1 is reflected in table 17.14.

Table 17.14 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	6 634.5	7 058.1	21	23
Non-post	296.5	310.1	–	–
Subtotal	**6 931.0**	**7 368.2**	**21**	**23**
Extrabudgetary	25 044.1	23 794.1	35	35
Total	**31 975.1**	**31 162.3**	**56**	**58**

17.50 Post resources in the amount of $7,058,100, reflecting an increase of $423,600, would provide for the continuation of 21 posts (1 Assistant Secretary-General, 1 D-2, 2 D-1, 3 P-5, 4 P-4, 1 P-3, 3 P-2 and 6 General Service (Other level)), and the proposed establishment of two posts (1 P-5 and 1 P-4). The increase of $423,600 represents the costs of the two new posts.

17.51 The two posts are proposed as part of the functional changes identifying posts that contribute to the normative intergovernmental work of UN-Women pursuant to General Assembly resolutions 64/289 and 65/259.

17.52 Non-post resources amounting to $310,100 would provide for other staff costs, consultants, experts, travel of staff, contractual services, hospitality, and supplies and materials. The net increase of $13,600 are broken down as follows: (a) costs associated with the establishment of two new posts ($2,000); and (b) the inward redeployment for the costs of two consultants from subprogramme 2 ($11,600), which would provide technical inputs on ways to strengthen attention to gender issues in global migration and climate change and assess ways to strengthen support for building a civil society movement for gender equality and its contribution to intergovernmental processes such as the Commission on the Status of Women.

17.53 During the biennium 2018-2019, projected extrabudgetary resources amounting to $23,794,100 would provide for 35 posts (1 D-2, 3 D-1, 6 P-5, 4 P-4, 14 P-3, 2 P-2 and 5 General Service (Other level)) and non-post resources for engagement with and support to the intergovernmental bodies and processes to strengthen the integration of gender equality issues in discussions and outcomes; enhanced consultation with and support for civil society organizations to participate in intergovernmental processes, including through increased outreach, funding and capacity-building; system-wide coordination of the gender-mainstreaming efforts of the United Nations system; and

system-wide coordination and monitoring of the status of women in the United Nations system and fulfilment of other mandates of the Beijing Declaration and Platform for Action. The decrease of $1,250,000 relates to a reduced income projection.

Subprogramme 2
Policy and programme activities

Resource requirements (before recosting): $5,701,600

17.54 Substantive responsibility for this subprogramme is vested in the Policy and Programme Bureau. The Bureau comprises the Policy Division and the Programme Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 14 of the biennial programme plan for the period 2018-2019.

Table 17.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*	*Biennium*	*2018-19*	*2016-17*	*2014-15*	*2012-13*
(a) Enhanced policy support by UN-Women for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women	Target	60	57	60	–
		Estimate		57	60	57
		Actual			94	57
(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights	Increased number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations	Target	94	93	92	–
		Estimate		93	92	91
		Actual			94	91

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
		Biennium	*2018-19*	*2016-17*	*2014-15*	*2012-13*
(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States, upon their request, in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality	(i) Increased number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women	Target	55	50	40	–
		Estimate		50	40	40
		Actual			50	40
	(ii) Increased number of United Nations country teams that apply, with the support of UN-Women, performance indicators on gender equality and the empowerment of women	Target	30	25	20	17
		Estimate		20	20	20
		Actual			14	20

External factors

17.55 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that priority will be given by Member States and by entities of the United Nations system to gender equality and the empowerment of women; that Member States and non-governmental counterparts at the global and national levels continue to commit to and prioritize gender equality and the empowerment of women in their programmes; and that Member States remain committed to providing adequate resources to strengthen the work of the United Nations system on gender equality and the empowerment of women.

Outputs

17.56 During the biennium 2018-2019, the following outputs will be delivered.

Table 17.16 **Categories of outputs and final outputs**

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
General Assembly	
Parliamentary documentation:	
1. Improvement of the situation of women in rural areas	1
2. Intensification of efforts to eliminate all forms of violence against women	1
3. Violence against women migrant workers	1
4. Trafficking in women and girls	1
5. Women in development	1
6. Intensifying global efforts for the elimination of female genital mutilation	1
7. *World Survey on the Role of Women in Development*	1
Security Council	
Parliamentary documentation:	
8. Report of the Secretary-General on women and peace and security	2

Outputs	*Quantity*
Commission on the Status of Women	
Parliamentary documentation:	
9. Discussion guide on the high-level round tables on the priority theme of the Commission on the Status of Women	2
10. Lists of confidential communications relating to the status of women	2
11. Report on review themes as identified by the Commission's multi-year programme of work	2
12. Report on priority themes identified by the Commission's multi-year programme of work	2
13. Situation of and assistance to Palestinian women	2
14. Release of women and children taken hostage, including those subsequently imprisoned, in armed conflict	1
15. Women, the girl child and HIV/AIDS	1
Ad hoc expert group meetings:	
16. Priority themes/issues in preparation for the sixty-third session of the Commission on the Status of Women	1
17. Priority themes/issues in preparation for the sixty-fourth session of the Commission on the Status of Women	1
18. Preparation of the *World Survey on the Role of Women in Development*	1
19. Preparation of the *Progress of the World's Women*	1
Other substantive activities (regular budget and extrabudgetary):	
Recurrent publications:	
20. *Progress of the World's Women*	1
21. Inventory of United Nations Activities to End Violence Against Women	1
Technical material:	
22. Maintenance and management of the Global Database on Violence Against Women	1
23. Knowledge material/guidance on the implementation of Security Council resolution 1325 (2000) on women and peace and security	1
24. Reports of expert group meetings on the priority themes/issues decided by the Commission on the Status of Women	2
25. Support the implementation of web platforms to promote learning and knowledge on financing for gender equality, women's political participation and gender equality and HIV and AIDS	1
26. Technical expertise, participation in United Nations country teams and leadership/coordination of gender theme groups in support for the strengthening of the gender equality dimension in all United Nations Development Assistance Frameworks in 2018-2019	1
Technical cooperation (extrabudgetary):	
Advisory services:	
27. Provision of guidance documents and technical support to government, private sector and non-governmental organizations on asset acquisition (land, property, machinery and productive investments) and access to financial markets and services for women	1
Technical assistance to:	
28. Governments, upon their request, and non-governmental organizations to develop gender-sensitive development plans at the national and local levels	1

Outputs	*Quantity*
29. Strengthen the role of national women's machinery in the development, implementation and monitoring of gender equality policies, strategies and actions plans	1
30. Support the implementation of the women and peace and security agenda, including country-level assistance to develop and implement national action plans on women and peace and security	1
31. Ministries of finance, planning, and women's affairs, upon their request, to integrate a gender perspective into macroeconomic policy and in social protection systems, as well as addressing decent work and the care economy for the achievement of the Sustainable Development Goals	2
Training course, seminars and workshops:	
32. Training tools, guidance documents, advocacy campaigns to increase women's political and economic participation at the national and local levels, in close partnership with United Nations entities and other relevant partners	1
33. Scenario-based predeployment training for peacekeepers on the prevention of sexual violence in conflict, in partnership with the Department of Peacekeeping Operations, the Special Representative of the Secretary-General on Sexual Violence in Conflict, and United Nations Action against Sexual Violence in Conflict	1
34. Training for a gender equality community of practice that promotes discussion on key issues related to training for gender equality and shares information on good practices and innovative tools	1
35. Training courses for government counterparts and relevant partners on macroeconomics and gender, aiming at establishing a community of practice	1
Capacity development:	
36. Integration of gender equality into national strategies related to HIV and AIDS (including national development strategies, national strategic plans on HIV and AIDS and gender action plans) through support to national institutions and networks of women living with HIV and AIDS	1
37. Guidance documents and advocacy tools to support national partners in expanding rural women's economic empowerment at the national and local levels in close partnership with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the World Food Programme	1
Field project:	
38. Review of the founding Safe Cities Free of Violence Against Women and Girls (Cairo, Port Moresby and Quito)	1
39. Scale-up of tools and practices developed under the Safe Cities and Safe Public Spaces Initiative in additional countries	1

17.57 The distribution of resources for subprogramme 2 is reflected in table 17.17.

Table 17.17 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	4 810.8	5 349.0	17	19
Non-post	298.4	352.6	–	–
Subtotal	**5 109.2**	**5 701.6**	**17**	**19**
Extrabudgetary	742 378.2	735 503.2	363	363
Total	**747 487.4**	**741 204.8**	**380**	**382**

17.58 Post resources in the amount of $5,349,000, reflecting an increase of $538,200, would provide for the continuation of 16 posts (1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 P-2 and 4 General Service (Other level)) in the Policy and Programme Bureau; the proposed abolishment of 1 General Service (Other level) post; and the proposed establishment of 3 new posts (1 D-2, 1 D-1 and 1 P-3). The increase reflects the proposed establishment of three new posts (1 D-2, 1 D-1, and 1 P-3), offset in part by the proposed abolishment of one General Service (Other level) post.

17.59 The three new posts are proposed as part of the functional analysis identifying posts that contribute to the normative intergovernmental work of UN-Women pursuant to General Assembly resolutions 64/289 and 65/259.

17.60 Non-post resources amounting to $352,600 would provide for other staff costs, consultants, experts, travel of staff, contractual services and supplies and materials. The net increase of $54,200 is broken down as follows: (a) non-post resources associated with the proposed establishment of three new posts ($3,000); (b) general temporary assistance needed during the peak periods to partially compensate for the proposed abolishment of one General Service (Other level) post ($62,800); and (c) the outward redeployment of $11,600 for the costs of two consultants to subprogramme 1.

17.61 During the biennium 2018-2019, projected extrabudgetary resources amounting to $735,503,200 would provide for 363 posts (1 Assistant Secretary-General, 2 D-2, 15 D-1, 75 P-5, 37 P-4, 17 P-3, 2 P-2, 29 General Service (Principal level), 107 General Service (Other level) and 78 National Professional Officers) and non-post resources to support Member States in the implementation of their national commitments to eliminate discrimination against women and girls, empower women and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The decrease of $6,875,000 relates to a reduced income projection.

D. Programme support

Resource requirements (before recosting): $1,285,800

17.62 Substantive responsibility for this area is vested in the Management and Administration Division of UN-Women. The Division assists the Under-Secretary-General in discharging responsibilities in the areas of human resources, finance and budget, administrative services, procurement and facilities management, information technology services, security, operational oversight and

accountability and audit. In addition, the Division provides administrative and operational support for the implementation of the programme activities of the Entity.

17.63 The distribution of resources for programme support is reflected in table 17.18.

Table 17.18 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2016-2017*	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	748.0	748.0	3	3
Non-post	361.3	537.8	–	–
Subtotal	**1 109.3**	**1 285.8**	**3**	**3**
Extrabudgetary	91 319.8	90 694.8	50	50
Total	**92 429.1**	**91 980.6**	**53**	**53**

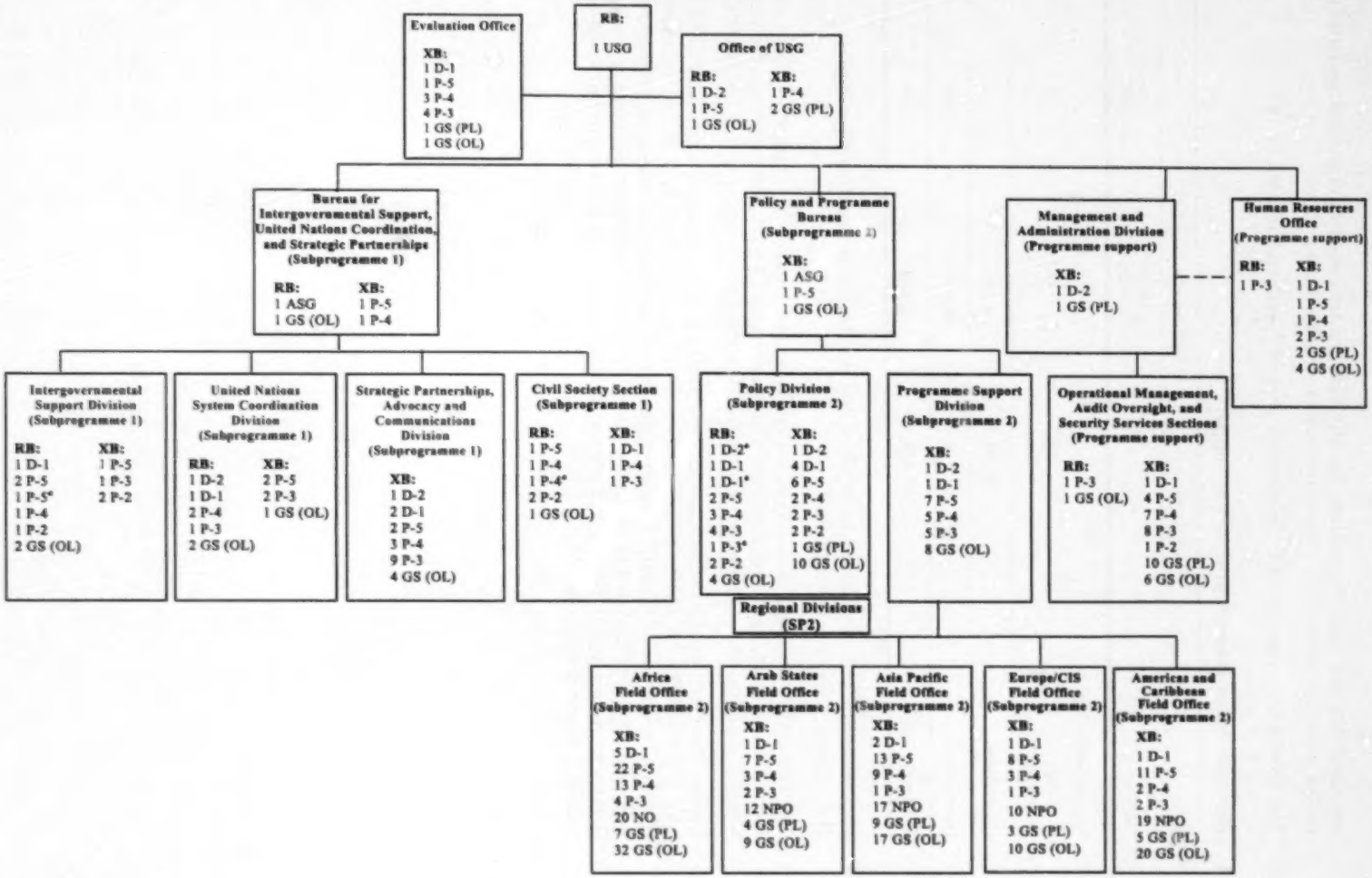
17.64 Post resources in the amount of $748,000 would provide for the continuation of three posts (2 P-3 and 1 General Service (Other level)).

17.65 The amount of $537,800 in non-post resources would provide for other staff costs, contractual services and general operating expenses. The net increase of $176,500 represents the costs for the rental of premises and communications related to the five new posts proposed for establishment.

17.66 During the biennium 2018-2019, projected extrabudgetary resources amounting to $90,694,800 would provide for 50 posts (1 D-2, 2 D-1, 5 P-5, 8 P-4, 10 P-3, 1 P-2, 13 General Service (Principal level) and 10 General Service (Other level)) and non-post resources for the Management and Administration Division to assist the Under-Secretary-General in discharging responsibilities in the areas of personnel, finance and general administration. The decrease of $625,000 relates to a reduced income projection.

Annex I

Organizational structure and post distribution for 2018-2019



[a] Two new posts under subprogramme 1 (1 P-5 and 1 P-4) and three new posts under subprogramme 2 (1 D-2, 1 D-1, and 1 P-3).

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors	
(A/71/5/Add.12, chap. II)	
The Board recommends that UN-Women: (a) enhance clarity on the due diligence process for writing off unrecoverable advances; (b) ensure that project managers prioritize long outstanding advances as a financial risk area; and (c) enhance trainings to staff and implementing partners on the understanding of the terms and conditions of signed project cooperation agreements and the use of funding authorization and certificate of expenditure forms and the policy on cash advances and other transfers to partners (para. 13).	UN-Women has a policy in place from the programme and operations manual, including due diligence procedures, for writing off unrecoverable advances. Accountability for long outstanding advances has been included in the key performance indicators for the Programme Division as part of the new annual management plan of the Bureau. UN-Women took a number of corrective actions in 2015 such as: recurrent staff webinar trainings on policies and the use of funding authorization and certificate of expenditure forms for all offices and sections; training visits to 10 country offices and train the trainers courses in the five regional offices of West and Central Africa, the Arab States, Eastern and Southern Africa, East and Central Asia and Latin America and the Caribbean; a high priority on addressing the liquidation of long outstanding partner advances; a policy amendment on cash advances and transfers to partners to include due diligence on the liquidation of unrecoverable advances; and the implementation of automated aged partner advance reports in 2016 available for all offices and sections that will enhance follow-up by the offices. Furthermore, an amendment to the chapter on "Capacity assessment of partners" of the programme and operations manual is being finalized to strengthen policy on partner selection.
The Board recommends that UN-Women ensure that (a) field-based evaluation plans are prepared in a realistic manner so that cancellations or postponements in crisis situations are minimized or avoided; (b) it finds a way to address the challenge of sourcing qualified national consultants so that an adequate number of planned field-based evaluations are carried out; and (c) the approved evaluation plans of country offices are fully implemented (para. 18).	UN-Women is committed to provide sufficient resources for the evaluation function, as reflected in the steady increase in the investment of human and financial resources. The evaluation function has met and exceeded expectations against the majority of its key performance indicators, according to the evaluation performance monitoring report and several independent assessments of the function. The evaluation function has achieved 43 per cent of its planned targets for 2015. Other evaluations were

Brief description of the recommendation	*Action taken to implement the recommendation*
	cancelled, postponed or delayed owing primarily to difficulties in sourcing qualified national consultants, insufficient funding, ambitious planning and crisis situations. With regard to (b), the publicly accessible Gender Evaluation Consultant Database (http://evalconsultants.unwomen.org), launched in 2015 with the aim of connecting qualified consultants with UN-Women offices in need of gender-responsive evaluation expertise, addresses this challenge.
The Board recommends that UN-Women strengthen asset management controls in the field by (a) continue training in asset management to address the deficiencies identified; (b) provide central oversight reviews on a monthly basis of asset management reports to ensure that serial numbers are correctly entered; and (c) investigate why Atlas module software controls could not prevent the occurrence of duplicate serial numbers within the same business unit (para. 22). (Note: UN-Women will be advising the Board that the software does not allow the same serial number in the same business unit).	Training and standard operating procedures materials are continuously provided to asset focal points, procurement associates and other users. Monthly reconciliation of the plants, properties and equipment interface files, system journal entries and a monthly review of the asset register are being conducted. UN-Women has significantly reduced the number of assets without serial numbers by reviewing the asset register on a monthly basis centrally and following up with all country offices to update serial numbers in the Atlas asset register. UN-Women continues to work with the country offices to ensure that all assets are updated accordingly.
UN-Women agreed with the recommendation of the Board that it revisit and review the current programme and operations manual to reflect the changes in the practical application of the useful life policy for leasehold improvements (para. 26).	UN-Women leases are negotiated with a "first right option" to allow for extension so that the cost of the leasehold improvements can be depreciated over a longer useful life period. UN-Women uses a default useful life of 5 years for all leases with an option. When UN-Women does not expect to have control of a leased asset recognized under capital leases beyond the lease duration and the future periods are not reasonably assured of renewal, UN-Women would adjust the useful life to match the duration of the lease. The asset management programme and operations manual was revised to reflect the application process of the policy with respect to the capitalization and accounting of leasehold improvements. This was approved by the Director of the Division of Management and Administration on 19 December 2016.
UN-Women agreed with the recommendation of the Board that it improve the capacity assessment procedures for engaging implementing partners by obtaining, reviewing and retaining the relevant documents (according to the assessment criteria) so as to avoid the possibility of engaging implementing partners with inadequate capacity (para. 31).	The existing UN-Women Programming and Operations Manual are under revision. It mandates assessment of technical and financial capacity for engaging non-governmental organizations partners and it is a requirement to document the selection process and assessment of partners' capacities.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that UN-Women expedite the revision of the programme and operations manual and the related business process review so that the inconsistencies and the ambiguous language in annex D of the manual (programme and project formulation) are addressed and cleared up in a timely manner (para. 36).	UN-Women has finalized the revision of the programme and operations manual, which includes the development of a call for proposal for selecting implementing partners, in December 2016. In addition, UN-Women has incorporated risk management components in the evaluation of the call for proposals. The revised manual will be published in the second quarter of 2017, following the review by and comments of the various Headquarters units.
The Board recommends that UN-Women ensure that country offices strengthen their internal controls over all UN-Women funds advanced to implementing partners to ensure that the funds are used exclusively for UN-Women projects (para. 41).	The Mozambique country office, along with other country offices, works closely with the implementing partners to ensure that funds are utilized exclusively for UN-Women projects and ensure that advances are issued in line with project agreements.
The Board recommends that UN-Women (a) close all operationally closed projects within 12 months after the month in which they are operationally completed or terminated; and (b) ensure that the appropriate staff resources are available and an automation tool is developed so as to expedite financial closure of projects (para. 45).	UN-Women has initiated a working group that consists of the Programme Division, the Division of Management and Administration and the regional offices to review projects requiring project closure. The checklist has been updated and a new operational closure checklist has been added. This will be rolled out by the first quarter of 2017. In addition, an automated project closure tool is being developed that will be scheduled to be online by early 2017 and that will facilitate the closure process and improve the monitoring and oversight of the status of project closures.
The Board recommends that UN-Women improve the quality of data maintained in Atlas regarding the status of projects (para. 50).	The projects noted were closed in early 2016. The report provided was run in late March 2016 and the Atlas query was not backdated to 31 December 2015. In addition, while it is important that all entries in Atlas are accurate, the evident inaccuracy is insignificant and UN-Women will run reports centrally on a monthly basis to follow up with offices so as to ensure accuracy.
The Board recommends that UN-Women further improve its integrated budget and enhance its results-based budgeting in line with the harmonization requirements of UNDP, UNFPA and UNICEF (para. 56).	UN-Women remains committed to improve its results-based budgeting presentation during the formulation of the integrated budget 2018-2019. It will be possible to leverage on information available from the new results management system, subject to the requirements of harmonization with the other funds and programmes (UNDP, UNFPA and UNICEF).

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends UN-Women (a) ensure that clear instructions on the preparation of annual workplans are sent to the field offices; and (b) expedite the initiation of an improved project planning and budgeting process which will facilitate effective utilization of the annual allocated funds for better project execution (para. 60).	UN-Women has developed corporate results-based management system training modules that were used by the various regional and country offices to provide training to programme personnel during 2015. Where budget revisions or rephasals are required, a process will be outlined with the need for clear justification and approvals.
UN-Women agreed with the recommendation of the Board that it ensure that the field offices use proper staffing modalities and that holders of service contracts do not perform core functions (para. 64).	UN-Women ensures that human resource controls are consistently enforced. Periodic review of the contract usage ensures that the contract is only being used for functions that are supposed to be carried out under a service contract, in line with the applicable guidelines. The delegation of authority to manage service contractors rests with the respective representatives in the field offices who have taken measures to ensure that service contractors are used in accordance with the guidelines.
UN-Women agreed with the recommendation of the Board that it comply with the policy regarding the timely performance of reviews and ensure that performance planning, mid-year reviews and final reviews for fixed-term appointments in all field offices are carried out in compliance with the requirements of the programme and operations manual (para. 68)	The delays in processing the performance management and development appraisals are attributed to the heavy workload. The compliance rates of completion are monitored and managers and staff are strongly advised to ensure the timely completion of their performance reviews.
The Board recommends that UN-Women set up a mechanism which enables timely submissions of leave requests by staff members and subsequent approval by supervisors (para. 73).	UN-Women has strengthened the leave management system over the past few years. The method of tracking has been transitioned from all manual processes to integrated online processes as part of Atlas e-services.
UN-Women agreed with the Board's recommendation that (a) the ICT Board conduct meetings on periodic basis, as stipulated in its terms of reference, to provide direction and decisions on ICT investments and the use of ICT resources across the organization; (b) review and update the membership of the ICT Board to ensure that senior management from all or at least the major business process owners throughout the organization are represented; and (c) review and evaluate the function and performance of the ICT Board regularly so as to ensure its effectiveness and facilitate improvement (para. 78).	A new ICT governance policy and terms of reference for the ICT Board and for the ICT Coordination Group were published in the programme and operations manual.

Brief description of the recommendation	*Action taken to implement the recommendation*
UN-Women agreed with the recommendation of the Board that it (a) develop an information security awareness training programme, based on a needs assessment; and (b) conduct mandatory information security awareness training for all staff to ensure that they understand the various information security risks (para. 82).	A new security awareness training programme was developed and launched in the learning management system as a mandatory training for all staff.
The Board recommends that UN-Women (a) ensure that the ICT strategy developed for 2016 contains elements that include a timetable for achieving the expected outcomes, success metrics and a description of how major risks will be managed or mitigated during the implementation of the strategy; and (b) review the ICT strategic road map on periodic basis (para. 87).	A new ICT strategy was approved by the senior management team on 26 September 2016.

Annex III

Outputs included in the biennium 2016-2017 not to be delivered in 2018-2019

A/70/6 (Sect. 17), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1 Intergovernmental support, coordination and strategic partnerships			
17.46 (b) (ii)	Relevant portion of the UN-Women website on the Inter-Agency Network on Women and Gender Equality	1	Obsolete
17.46 (a) (iv) (b)	Letters from the President of the Economic and Social Council to the Chair of the Commission on the Status of Women	2	Obsolete
Subtotal		**3**	
Subprogramme 2 Policy and programme activities			
17.55 (a) (iii)	Report on progress in mainstreaming a gender perspective in the development, implementation and evaluation of national policies and programmes, with a particular focus on the priority theme	2	Completed
Subtotal		**2**	
Total		**5**	